

**CONFIDENTIAL**

14 March 1960

**MEMORANDUM FOR: Director of Training****SUBJECT : Administrative Procedures Course;  
Attendance and Content**

1. Pursuant and subsequent to [REDACTED] monitoring of the Admin Procedures Course a number of questions have been raised by various OTR officers concerning the content of the course, its objectives, and the make-up of the average student body. I have discussed some of these questions with [REDACTED] and others, and offer the following in reply.

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2. According to [REDACTED] records (she can supply statistics), over 36 per cent of the students in the APC come from the Clandestine Services and are scheduled for CS assignments at Headquarters or overseas. Some other students do attend, from OTR, DD/I, etc., and some of these, too, are preparing for overseas assignments. Therefore, the course is designed primarily to prepare junior (clerical) personnel for administrative support jobs at overseas stations and bases.

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3. Some of the APC training is applicable also to CS Headquarters desk work, and "phase I" of the course emphasizes this aspect while "phase II," the latter part of the course, emphasizes overseas functions. In principle, CS clerical personnel should accomplish phase I shortly after EOD and phase II shortly before going overseas.

4. The content and scope of the related Operations Support Course is pitched to a higher level of experience and responsibility (GS-7 and above). Juniors are permitted, as exceptions, to take the course if they are intelligence assistants, etc., and have an appropriate educational background or experience. The next level, of course, is the Operations Familiarization Course (OFC), presented by the Operations School at [REDACTED].

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5. Experience has shown, according to [REDACTED] that there is no continuing requirement for admin training at the APC level for strictly headquarters CS people, or for DD/I and DD/S clerical and

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junior admin support personnel. For these categories, then, basic training will include the Intelligence Orientation Course and the various clerical courses (Introduction, Orientation, Refreshers), with Workshops later as required, or Admin Procedures, etc., if assigned overseas. Therefore, I feel we need not now concern ourselves with any extensive modifications of content of the Admin Procedures or Ops Support courses, nor should we now entertain any thoughts for new courses at this level. The changes now being considered for the IOC are not affected by these remarks.

6. A question has been raised as to the scope, content and propriety of the operational or clandestine tradecraft presented in the Admin Procedures. I feel that this subject, as orientation/familiarization/briefing is essential. It might be useful, however, for [REDACTED] or a member of his staff to monitor these portions of the Admin Procedures and Ops Support courses, for information and to offer any helpful and pertinent suggestions which would serve to further the courses' objectives.

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7. In answer to my query on standard fundamentals essential to any Headquarters branch/desk training for JCT's, [REDACTED] recommended training in cable and dispatch writing and name checks. I strongly concur, and suggest we insure that these are adequately covered in the Operations Course (and to some extent in the JCT Orientation) as well as in the OFC/OPMC package.

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8. None of the foregoing touches on any suggestions made by [REDACTED] as to methods of instruction for any of the courses mentioned.

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SIGNED

[REDACTED]  
Chief, Plans and Policy Staff

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cc: C/IS  
C/IS  
C/OC  
PPS/ [REDACTED]

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